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**MOTIVATING THE STAFF INNOVATION ACTIVITY IN THE SYSTEM OF MANAGEMENT OF ENTERPRISE'S SUSTAINABLE DEVELOPMENT****Gonchar V.V.**, Dr.Sc. (Economics), assistant professor, Priasovsky State Technical University (PSTU), Mariupol**Uzun M.V.**, graduate student, Priasovsky State Technical University (PSTU), Mariupol***Gonchar V., Uzun M. Motivating the staff innovation activity in the system of management of enterprise's sustainable development***

*In the article were identified: the main categories of motivational process, features of the formation of the mechanism of motivation of staff innovative activity. Analysis of modern scientific views of the concept "motivation" of staff showed that the motivation of innovation is a set of needs and motives that encourage staff and management to the creative activity in order to create innovative products, services, forms of their implication, implementation of new technologies in order to ensure improvement of the quality and competitiveness of the labor work. High level of education and intellectual activity is important for the implementation of innovation activity: the more creative and intellectual challenges in the function, the more noticeable the role of non-material incentives in the process of innovation activity. Lack of the developed system of financial incentives and certain guarantees of social protection, absence of improved means of evaluation of the results of work and incentives to creative and active work are considered to be the main determining factors of the reduction of the creative activity of Ukrainian workers. Each stage of the innovation process is influenced by different motivational factors that facilitate or hinder the implementation of the idea. Based on the results of the survey which was held among employees of enterprises of transport sector the main motivating factors that promote innovation are: opportunities for the professional and personal growth, understanding of the directions of the development, faith in its future. In the article were proposed directions how to improve the application of motivational factors in innovation management activity, appliance of which will increase staff productivity and level of the innovativeness of the enterprise.*

***Гончар В. В., Узун М. В. Мотивация инновационной деятельности персонала в системе управления постоянным развитием предприятия***

*В статье определены основные категории мотивационного процесса, особенности формирования механизма мотивационной активности персонала. Анализ современных научных взглядов по поводу понятия «мотивация» персонала доказал, что мотивация инноваций является совокупностью нужд и мотивов, которые побуждают персонал и руководство к активной деятельности творческого характера, направленной на создание инновационных продуктов, услуг, форм их использования, внедрение новых технологий с целью обеспечения повышения уровня качества рабочей силы и конкурентоспособности труда. Для осуществления инновационной деятельности важным является высокий уровень образования и интеллектуальной активности, чем больше творческих задач и интеллектуальных функций в работе, тем заметнее возрастает роль нематериальных стимулов в процессе инновационной деятельности. Главными определяющими причинами снижения творческой активности украинских работников в большинстве случаев следует считать отсутствие развитой системы материальных стимулов и определенных гарантий социальной защиты, усовершенствованных средств оценки результатов трудовой деятельности и поощрений к творческой и активной работы. Каждая стадия инновационного процесса находится под влиянием различных мотивационных факторов, которые способствуют или препятствуют реализации идеи. По результатам опроса работников предприятий транспортной отрасли основными мотивационными факторами, способствующими развитию инновационной деятельности являются: возможность профессионального и личностного роста и понимание направления развития организации, вера в ее будущее. Предложены направления совершенствования использования мотивационных факторов в сфере управления инновационной деятельностью, применение которых будет способствовать повышению производительности труда персонала и уровню инновации предприятия.*

**Formulation of the issue.** In modern conditions of scientific and technological transformation of the household the success of the creation and implementation innovative processes into companies' practices is largely defined as the use of employment potential, which is a key prerequisite for the company's successful performance, for the strengthening its competitive positions, and for the selection of the progressive trend of development in the implementation of strategic changes.

Primarily, in order to maintain the proper attitude to work, decent conditions under which employees consciously perform their work duties should be created. Accordingly, management should be exceptionally acknowledged with behaviors, interests of every worker and be able to apply a set of measures that would have prompted staff to innovation activity.

Taking in consideration the fact that active innovation activity is the main source of modern industry, it is important to skillfully use motivational levers for improving the management of this activity.

**Analysis of recent researches and publications.** Fundamentals of modern concepts of motivation and its components incorporated in the works of world famous foreign scientists: K. Alderfer, I. Ansoff, D. Vroom, F. Herzberg, G. Dafta, P. Drucker, D. Clark, E. Lawler, D. MacGregor, F. McClelland, Maslow, E. Mayo.

Amongst the Ukrainian researchers of the topic of motivation stand out professor L.K. Bezchasnyy, who analyzes the process of creating a mechanism to motivate scientific and technical activities [1], E.M. Vorobyov and T.I. Shedyakov who focus on the study of motivational mechanism of innovation workers, its structure, especially compared to the motivational mechanism work, while stressing that the main task of the mechanism of motivation of innovation is awakening interest in of the work [2], B.T. Kliyanenko, I.A. Fesenko, V.A. Zhukov, who offer to create a system of innovation account in the company with delivery of the certificates and payment of remuneration to the authors. [3]

Thus, in modern scientific literature the motivation issue is rather thoroughly discussed, but theoretical achievements and developments don't not fully reflect the importance of innovation activity and its staff incentives.

**Object of the article.** To define the main categories of motivational process, features of the formation of mechanism of motivation of innovative activity of the personnel and to recommend methods of motivation, as a result of which staff productivity and the level of innovation of the company will significantly increase.

**Statement of the main material.**

New economic realities bring to the agenda the need to consider a number of problems associated with the conceptual-categorical apparatus of the theory of motivation.

However the diversity and complexity of question of construction and practical application of a comprehensive system of incentives and motivations of personnel as a lever to increase innovative activity did not receive its final determination, especially in the transport enterprises in the conditions of reforms in market conditions.

In this respect, the most complex and urgent problem is an issue associated with optimizing the development of scientifically grounded highly integrated system of motivation of the personnel of enterprises, oriented on the development of innovative activity of all participants in the production process.

Household entities while planning to enter the market should expect serious competition and therefore need a high innovative level of products. The integration of production and science is the most important condition for rapid and effective formation of innovation-active collective enterprises, able to use research and development to produce high-tech, competitive innovational product [4].

A.M. Kolot assumes that appliance of the innovative work that is purposeful career with high intellectual, scientific and creative components and which is able to meet the specific needs of the public with more beneficial effect is foundation of sustainable success of the company [5, p. 7]. It should be noted that this is true for modern trends of economic development based on the principles of priority attraction of intellectual and innovative resources and creative potential of all participants in the production process.

In addition the position of S.I. Kravchenko and V. Nedbayeva is also significant. They claim that innovation is an essential characteristic and necessary condition for the functioning and long sustainable development of the entities [6, p. 83].

Awareness of the importance to research aspects of building and to implement innovative model of economic development has reduced the need for a clear resolution of the priorities related to the formation of the motivational bases as an impulse of innovative activity at the level of human capital as the main driving force of transformation, the only inexhaustible intellectual sources of innovation.

In this context the idea of A.V. Tolmachev and E.A. Beltyukova that staff is only one of the factors of production, which carries the creative component and is able to create new knowledge and actively use them is fair [7, p. 192].

Motivation is a management function, which is a process that consists of comprehensive measures to revitalize the staff, aimed at achieving personal goals or common goals of the company.

Thus, the management leadership in terms of personnel motivation for innovation work faces an important task of permanent identification of needs of each person, their connection to the external stimulus that most closely meets the identified needs of man, provided that he needed to perform the work of the enterprise, and creating conditions for this work to meet their needs [8, p. 87].

It should be mentioned that the existence of many points of view regarding the understanding of the economic substance of the term "motivation" because of the multidimensional and interdisciplinary nature of category, and also because of the subjective views, beliefs, methodological approaches of different researchers to this issue.

Synthese of different interpretations of the definition of "motivation" and clarification of its content regarding to the innovative changes in the modern economy allowed to formulate the following definition of motivation of innovation activity as a set of needs and motivations that encourage staff and management to active and creative work in order to create innovative products, services, forms of their use, implication of new technologies in order to increase the quality and competitiveness of the labor force work.

Taking into account the definition given in the context of this study and the conducted analysis, we can reach the following conclusions: motivation is a process or set of related administrative decisions necessary to form the motives and actions of employees; motivational process is implemented in the social and economic systems; achieving enterprise's goals, in the result of which object's of motivation needs are satisfied is an aim of motivational process; maximization of profit is a result of process of motivation; all the definitions of motivation can be divided into two directions: motivation as the system of factors of impacts and motivation as a process of encouraging staff.

Taking into consideration the fact that the proliferation of identification motives and incentives is a pronounced trend in the science literature, the primary objective in the study of this problem is the need for conceptual and theoretical understanding of difference between the concepts "motivation" and "incentives".

In general, the motive is a conscious inner reasons, which causes a certain type of behavior of the subject, and incentive is associated with external factors that are aimed at awakening people's targeted actions and deeds. The personnel attitude to work and the end result of the company's work depends on the motives by which personnel is guided during its professional activity.

The main difference between the incentives and motives is that incentives characterize specific benefits, and motivations - the desire to get them.

It should be added that in cases when the employee finds work one of the ways to achieve their personal goals, motives are not needed to be reinforcements incentives. If a person is interested in performing a particular job in order only to earn livelihoods, these efforts must be reinforced by incentives [20, p. 153].

It should be emphasized that the desire of employees to innovative work, to develop new ideas is provided with a help of an appropriate levels of promotion and incentives.

In addition, talented, creative people need special treatment, which requires deliberate, actually working system of material and moral motives and incentives (the mechanism of internal governance, workers' participation in the formation and implementation of innovative plans, assessment of creativity in the individual and collective incentives, opportunities for further training and promotion, participation in seminars, scientific conferences, etc.) [21, c. 130].

In most management practice cases one of the key incentives is wages, which is correlated with the high performance of personal and collaborative work of inventors, designers, engineers and managers while creating and implementing innovations.

According to the statement of A.M. Fishchenko, the motives underlying the behavior of participants of innovation activity are mainly confined only to the pragmatic interests of material nature and in particular in maximization of profit, which is considered as the main purpose of the implementation of different kinds of innovation [8, p. 87-88].

Their scientific work V.F. Grishchenko and M. Chernoff draw attention to the fact that wages and bonuses must be regulated from time to time in order to avoid workers to perceive this as granted. The authors emphasize that the constant improvement of the administration of financial incentives do not lead to good results, because the motivation cannot grow constantly. Each person has individual needs, desires, interests that it wants to meet by working at the company. When choosing a job a person thinks about those aspects of motivation that are important to him at this time in accordance with its personal and career expectations. Financial motivation cannot retain workers for a long period, that it has short-term action. [22, p. 105].

As V. Zyanko states, orientation on labor that does not meet the qualification level of complexity and intellectualization of labor functions is incompatible with the practical implementation of modern requirements for establishing innovative nature of work, improving its role and status in society. The author insists on the need to invest financial resources in education, science and innovative transformation of the economy, stimulate creativity, design and inventive activity, to find creative solutions and to take responsibility for their practical implementation [23, p. 298].

An acquisition of maximum economic effect eliminates the value and impact of intangible motivational factors such as the need for creative self-expression, love for the chosen "affair", the desire for recognition and respect, achieving a certain social status, ambition, a desire to get a certain position, opportunities for further training and training, professional development thanks to the results of intellectual activity.

Still, it should be mentioned that such motives to work as an understanding of the importance of social work, the desire to bring more benefit to people, the desire to work hard and care about the affairs of the team have almost completely lost its motivational value. In addition, L.O. Hryzovska believes that in order to conduct further improvements the more attention is needed to be turned to the motives that are supposedly losing its meaning. The whole range of various human motives in practice should be differentiated and used in proper time [24, p. 93].

A high level of education and intellectual activity, expressed self-esteem, initiative, self-reliance and independence of opinion, creative inspiration, high performance, interest in obtaining results, ability to perform job functions at the level of international standards help to make innovation activity an important factor. The more creative and intellectual challenges people face during the work, the more noticeable the role of non-material incentives in the process of innovation.

The main determining factors that reduce the creative activity of Ukrainian workers in most cases are lack of a developed system of financial incentives and certain guarantees of social protection, improved means of evaluating the results of work and incentives to creative and active work.

As V.L. Karpenko [25] mentions, the motivational mechanism of innovation activity is a feedback system that includes a set of incentives that form the personnel motivational

preferences for using innovation as the primary means of achieving the maximum economic and social objectives of the company.

Thus, after analyzing modern scientific views of the concept "motivation" of staff we can conclude that motivation of innovations is a set of needs and motivations that encourage staff and management to active creative work in order to create innovative products, services and forms of their use, introduction of new technologies in order to increase the quality and competitiveness of the labor force work.

Considering innovation activity as a whole, we can conclude that every stage of the innovation process is influenced by different motivational factors that contribute or hinder the implementation of the idea. Based on the results of the survey which was held among employees of enterprises of transport sector the main motivating factors that promote innovation are: Opportunities for the professional and personal growth; Recognition from colleagues and headship; The atmosphere of healthy competition in the team; Interest in the implementation of the particular innovative idea; Understanding of the direction of the development, faith in its future.

Summarizing the existing achievements in work motivation area, we can offer the following main directions of improvement of using motivational factors in the area of innovation activity management: setting clear and achievable goals of innovation activity for personnel; comprehensive analysis of the experience of employees achieving goals; the involvement of employees in the various programs to classes and training; the creation of a transparent system of evaluation of innovation work and its relationship to the employees' wages; public recognition of successful employees in order to emphasize their value to the enterprise; support of independent, initiative, professional skills of the staff; stimulate intellectual work, career and professional growth; attract workers to solve problems that require non-standard approach; taking in consideration the views of employees about fairness in the distribution of responsibilities and methods of remuneration. Proposed directions will improve staff productivity and level of the innovativeness of the company.

**Summary:** Motivation of innovation is a set of needs and motives that encourage staff and management to the creative activity in order to create innovative products in order to ensure improvement of the quality and competitiveness of the labor work. High level of education and intellectual activity is important for the implementation of innovation activity. Each stage of the innovation process is influenced by different motivational factors. Such main factors are opportunity for the professional and personal growth and understanding of the direction of the development of the organization, faith in its future. It is necessary to create transparent system of evaluation of innovation activity results and to demonstrate the connection of these results with a salary. In addition it is in need to engage employees to problem solving processes that require unconventional approach. All these changes will increase staff productivity and level of the innovativeness of the enterprise.

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**Ключові слова:** інноваційна діяльність, мотиваційні чинники, продуктивність праці, мотивація, інтелектуальна активність.

**Ключевые слова:** инновационная деятельность, мотивационные факторы, производительность труда, мотивация, интеллектуальная активность.